# Global Libraries Moldova
Learning Grant Final Report

Prepared by International Research and Exchanges Board (IREX)
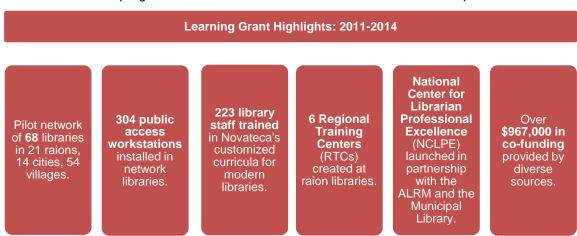June 2014

## I. Project Progress and Results

This final progress report summarizes results for the entire grant period from November 2011 through June 2014. Although the planning grant period officially ends June 7, 2014, it was agreed in consultation with the Foundation that IREX would conclude all activities sooner to facilitate a smooth transition to the Novateca - Global Libraries Moldova national program (grants OPP1103719 and OPP1086781).

### Milestone Tab

Please see Appendix 1, Key Milestones Chart.

### General Results

The purpose of the GL planning grant was to learn how best to approach development of the national library system in Moldova. Over the course of 32 months, IREX focused on creating a pilot network of modern public libraries through which to test processes to equip libraries, train librarians and foster innovations. Furthermore, IREX tested non-training approaches to enhance librarians' leadership skills as well as partnerships to increase public support for libraries as community hubs. The program also secured a high degree of local ownership through inclusion of diverse stakeholders in program design and implementation. Novateca's ongoing monitoring and evaluation activities provided additional insight into impact and sustainability issues, further outlined in Appendix 2. The Performance Metrics Reporting Template details key performance data in Appendix 3. Overall, the pilot grant period resulted in valuable lessons to scale the program in Moldova which are described in detail in this report.

| Learning Grant Highlights: 2011-2014 | | | | | |
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| Pilot network of **68** libraries in 21 raions, 14 cities, 54 villages. | **304 public access workstations** installed in network libraries. | **223 library staff trained** in Novateca's customized curricula for modern libraries. | **6 Regional Training Centers** (RTCs) created at raion libraries. | **National Center for Librarian Professional Excellence** (NCLPE) launched in partnership with the ALRM and the Municipal Library. | Over **$967,000 in co-funding** provided by diverse sources. |

**Objective 1: Assess physical readiness of public libraries to offer computer and internet services and learn best practices for procuring and distributing equipment.**

IREX developed an application process in line with Moldova's regulations and an initial assessment of the library landscape. To ensure broad library participation, Novateca implemented diverse methods to announce the competition for inclusion in the program ranging from regional readiness workshops for librarians and local public authorities (LPAs) to online support and FAQ tools. IREX selected the

equipment vendor following a competitive bidding process and created a smooth procurement process in line with the country's legislation and IREX's policies.

Based on lessons learned from other GL country programs, IREX created an IT specialist network to support librarians in the program. IREX organized and delivered a training for 13 IT specialists from all the district libraries that was followed by two online conferences. Consequently, IT specialists and librarians worked together to develop a reference manual for public access computer software used in the Novateca network of libraries.

All of these activities provided IREX with tools to glean valuable lessons learned for program scaling. For example, IREX's model of regional readiness workshops in different raions for librarians and LPAs successfully prepared applicants for the application process. In addition based on the experience of the planning grant, Novateca developed an online application for libraries to scale the project. To ensure internet connectivity at all times and address the differences between the billing cycles of LPAs and ISP, IREX and LPAs agreed that participating libraries would budget and pay for internet costs two months in advance. For more details, please see Appendices 2 and 3 to the 2013 annual report submitted February 15, 2014.

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*Objective 1 Main Results*
- IREX tested library selection and procurement processes with a diverse range of public libraries to provide the best learning opportunities.
- Application packages were received from 32 raions[1] and 68 libraries were equipped by the end of March 2013. This number represents 5% of total libraries in Moldova and 25.7% of libraries that have computers in the country.
- At the time they were selected, only 6% of libraries fully met the readiness requirements. Within five months, all of them did so (an estimated $57,800 or $850 per library was provided by LPAs to enable libraries to meet the program's minimum requirements).
- By the end of the pilot period, local governments invested an additional estimated total cost-share of $175,000 in libraries, or $2,573 per library in the Novateca network.
- Equipment procurement and library selection processes are ready for project scaling

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**Objective 2: Learn about the potential and necessary components of a sustainable professional development system for librarians and identify primary training needs and methodologies to prepare librarians for modern public services.**

To improve professional development of librarians, IREX tested a process to i) establish regional training centers through Moldova; ii) train librarians on modern librarianship, including managing computers in libraries and developing new library services; and iii) create a network of librarian trainers. The goal was to develop strategies to meet the training needs of Moldovan librarians to deliver modern public services and to sustainably further librarian professional development during the national grant.

Following a training needs assessment, Novateca adapted the training curricula of Bibliomist Ukraine and Biblionet Romania Global Libraries Programs to the unique needs of librarians in Moldova. A total of six **Regional Training Centers** (RTCs) were established where Training of Trainers (ToTs) in several subject areas were delivered to build up the capacity of local trainers. For details on these processes, see Appendices 4 and 5 to the annual report for 2013.

Following an orientation conference, Novateca launched the **IT training** to provide librarians with the basic skills to operate computers and offer technology services such as Skype in their libraries as traditional library education in Moldova gives little practical experience in these areas. This training included an introduction to Microsoft Office and Internet applications as well as IT management, and was required for all participating network librarians. The second training was on **New Library Services (NLS)** which focuses on how to design and implement a new service or improve an existing one, and builds competency in identifying and attracting community resources.

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[1] Moldova has a total of 35 raions.

During the pilot, IREX learned that a large percentage of Moldovan librarians have either not attended library school or have not participated in any professional development for many years. At the ToTs, the lack of familiarity with recent developments in the field was particularly felt. To address this gap, IREX hired an international consultant to conduct an analysis of existing GL resources, focus groups, and interviews with key library representatives in Moldova. The result was a new **Modern Libraries workshop** that was tested in January 2014. Novateca will put together a ToT version of this workshop to be delivered during the national program as new libraries are incorporated into the program.

To promote local ownership of the training process, Novateca developed a **national Training Working Group (TWG)** that took a particularly active approach in customizing the modules to meet the needs of Moldovan librarians. The TWG brought together representatives of the National Library, the Municipal Library in Chisinau, the Ministry of Culture and the Association of Librarians of the Republic of Moldova (ALRM). Furthermore, Novateca organized **RTC Trainers Network Meetings** to strengthen training delivery mechanisms and build personal relationships among new librarian-trainers.

IREX also identified the role of methodologist-librarians as key for training development and innovation in public libraries in Moldova. The **training for library methodologists** was attended by 21 methodologists from 21 raion libraries (including Novateca and non-Novateca libraries), as well as the ALRM, the National Library, and the Municipal Library in Chisinau. Attendees analyzed their successes and challenges, and developed ideas to improve methodological work in libraries.

As part of the national training strategy, in December 2013 IREX signed a three-party MoU with the Chisinau City Hall and the ALRM on establishing a **National Center for Librarian Professional Excellence (NCLPE),** which will be critical for sustainability of the professional development system in Moldova. The Center, housed on the premises of the main Municipal Library in Chisinau, provides specialized training to librarians from all over Moldova. The Municipal Library renovated the training center space ensuring security, heat and electricity, while Novateca provided the necessary equipment. The NCLPE officially opened in March 2014, with a formal ceremony that included participation from Gates Foundation staff and other international guests. The NCPLE has already conducted its first ToT seminar for 10 librarians, the most qualified of whom will be selected to deliver trainings for rural and municipal audiences, as well as specialized librarians, during the national program.

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*Objective 2 Main Results*
- 6 RTCs created in raion libraries
- 16 professional trainers completed the Novateca ToT series, representing 2 each from the 6 RTCs plus 4 from the National Library and the Association of Librarians of the Republic of Moldova (ALRM)
- 223 library staff attended at least one training in a total of 96 formal training events.
- 3 customized training modules ready for project scaling and further experimentation
- 8 methodologists delivered workshops with librarians from their raions, including some to non-Novateca program librarians.
- NCLPE established in partnership with key library stakeholders who provided $61,538.00 in cost share.

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**Objective 3: Understand the existing capabilities and gaps in library leadership and outline the best methods for addressing those gaps.**

Through focus groups, meetings, and high-level discussions to understand library leadership at the beginning of the program, Novateca found that although systemic leadership is weak, the library system of Moldova is populated with an array of motivated actors and individuals. Therefore, IREX's strategy to address the identified gaps focused on (i) working with library leaders in different organizations; (ii) conducting advocacy trainings for librarians and LPAs; and (iii) assessing the capacity and engaging the Association of Librarians of the Republic of Moldova (ALRM). For additional background on the development of this strategy, please see Appendix 6 to the 2013 annual report.

IREX crafted the **Library Leadership Program (LLP)** to identify and develop library leaders at various levels to build their practical skills, provide them with best practices of civic engagement from

communities in other countries, and create opportunities for networking with other Moldovan librarians. From 46 applications received, IREX selected 20 librarians to participate in training sessions on communication, project management, and leadership. IREX also organized a study tour for those 20 participating librarians to observe the GL program in Latvia in June 2013.

The program also introduced **advocacy training sessions** targeting librarians, LPAs, and community leaders. Based on the GL Advocacy Working Group's "Turning the Page" curriculum, these trainings focused on basic concepts in citizen-based advocacy. As a result, some participants of these trainings reported that the nature of their relationships with LPAs has changed, resulting in increased support for the library.

As a way of testing effective mechanisms to provide grants to libraries, a **Community Development Project (CDP) small grant competition** was implemented. IREX selected ten finalists out of 140 submitted applications (according to project's originality, compliance with CDP rules, and presence of an IT component). Through these grants, the 10 libraries offered new services to their communities such as workshops on Internet basics, social networks, and digital photography; digitization of local history; ludotecas (play spaces); home-Skype for the elderly; and workshops for pregnant women on nutrition.

Novateca supported the **ALRM participation in the Building Strong Libraries Associations (BSLA)** program developed by IFLA. The program focused on strengthening internal governance; ensuring regional and rural representation; and advocacy to identify the role of libraries within the government's *Moldova 2020* strategy and develop strategic partnerships. The BSLA program included a workshop on governance, regional communications and advocacy workshops, and a final "Stronger Together" conference that gathered 250 participants from different regions. IREX sees the ALRM as a key partner for project sustainability in Moldova, in particular for training and advocacy purposes.

Finally, as a means to highlight the great strides made by library leaders during the two years of the Novateca pilot program, IREX organized the **first Library Innovations Fair** in Moldova at the beginning of December 2013. The event was a huge success, attracting more than 1,300 participants including government officials, media representatives, business sponsors, members of the public, and librarians from around the country, and showcasing the fact that Moldovan libraries are modern, vibrant and energetic development hubs. At the fair, IREX also supported a **Library Strategies Summit in Chisinau**, attended by almost 50 local librarians, LPA representatives, IREX staff, and guests from Romania and Poland. Participants discussed ways to better involve the community in library activities, as well as the possibility of creating Friends of the Library groups in Moldova. This is a possibility that will be further discussed for the national grant, and will take into consideration lessons from the Global Libraries community in implementing this model.

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*Objective 3 Main Results*
- 10 new library services were created across Moldova through the CDP program with $14,820.00 from Novateca and $3,148.95 in local co-funding
- Over 600 Moldovans young and old participated in the CDP services, and 47 new partnerships were developed by CDP subgrantees (which included LPAs, educational institutions, local NGOs, private businesses and PCVs).
- The ALRM was measurably strengthened by its participation in IFLA's BSLA program, with improved governance of its board, 400 new members, increased leadership skills for members, and a new member database.
- IREX finalized a set of customized subgrant templates and procedures for selection, technical assistance and M&E ready to increase the number of subgrants during the national grant.

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**Objective 4: Learn which partners in local and national government can generate the political will and momentum necessary to modernize libraries.**

Throughout the learning grant, IREX worked to generate momentum for modernizing libraries at multiple levels by working closely with Local Public Authorities (LPAs), partnering with a variety of central government ministries, and identifying champions of the library who garner public attention and support for libraries.

LPAs took on an increasingly active role in supporting libraries over the course of the learning grant. Novateca first assessed how LPAs see the role of the library in the community, and later initiated a **Leadership Development Program (LDP)** for District Public Administration personnel, which aimed to strengthen the leadership and partnership building skills of local public administration personnel to enhance collaboration between LPAs and librarians. An exchange visit was organized to Romania for LDP participants where they met representatives from the Romanian Ministry of Culture, the National Library, the National Library Association, and Romanian local public authorities. Please see Appendix 7 to the 2013 annual report for more information on IREX's local government strategy.

**Relationships with national government institutions** were also strengthened over the course of the learning grant to ensure that libraries are seen as partners in providing government services in a wide range of sectors, including governance, health, and economic development.

For example, a strategic partnership was developed in 2013 with the e-Government Center (EGC). Through this program, IREX encourages libraries to inform citizens and businesses about available e-services; supports EGC initiatives to conduct trainings on their services for librarians and distribute information via libraries; and invites the EGC to participate in Novateca program events related to their interests. Moreover, the EGC also launched its new online MPay service at the Orhei raion library, part of the Novateca network. This service allows users to pay for public services and goods online via bank cards, online banking, or cash. Novateca actively collected information through pop-up surveys on library visitors' use of e-government services. More information on how library visitors access these and other services can be found in Appendices 2, 4, and 5 to this report.

Novateca also managed to secure **key library champions**. In this sense, First Lady Margareta Timofti (a former librarian herself) and Prime Minister Iurie Leanca have become strong advocates for library innovation. Ms. Timofti lent her public support to multiple program events, and Mr Leanca was present at the launch of the pilot program, and announced the launch of the MPay service giving a special recognition to Novateca and libraries for providing citizens with access to government e-services and the internet. Also, library leaders from the ALRM and the Municipal Library in Chisinau have been heavily involved throughout the learning grant. The current president of ALRM and the Director of the Municipal Library, co-funded *Initiative Pro*, a group of young librarians based in Chisinau who are working to support library innovation in Moldova. Additionally, Lidia Kulikovski, retired director of the Chisinau Municipal Library, joined the Novateca program as the Library Innovations Coordinator.

Also, the **National Library** has included the Novateca program in its national gatherings, and begun to promote a modern vision for library services to library directors from throughout the country (even when IREX staff have not been present). At the national convening in May 2013, the director of the National Library gave a presentation on his vision for a modern library, referring to libraries as community centers that reach out to and address key community needs. Furthermore, a high-ranking National Library representative has taken part in each TOT delivered during the learning grant (without receiving external support from the program), and has participated in advisory boards and strategy discussions at each stage of the program.

In addition to this, IREX created an **Advisory Board** for Novateca with representatives of the Ministry of Culture, Ministry of Information Technology and Communications, Ministry of Education, National Parliament, National Library of Moldova, and the EGC. These representatives provided input for the proposal for the national grant and expressed a willingness to increase their support for library development. Full details on development of a national government strategy can be found in Appendix 8 of the 2013 annual report.

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*Objective 4 Main Results*
- 6 MoUs signed with government agencies: Ministry of Culture; Ministry of Information Technologies and Communication; Ministry of Labor, Social Protection and Family; Ministry of Health; E-government Center; and State Agency on Intellectual Property (AGEPI)
- The LDP program had clear impact on some Moldovan LPA representatives:

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- The Head of the Leova Raion Cultural Department made new budget requests for the library, including staffing a full-time IT Network Administrator and a part-time psychologist to offer support for services to diverse users.
  - The Head of the Drochia Raion Cultural Department pledged to organize a study tour to Botosani, Romania for libraries in his raion.
  - The Causeni Raion Investment Specialist convinced the raion council in charge of budgeting to match funds on a Causeni library grant application.
  - The Vice President of Ungheni raion presented his study tour impressions on a local TV show.
- After the learning grant there is solid evidence of national and local government support for the Novateca program's activities and objectives.
- IREX learned effective methods to obtain local government support and challenges related to securing the required cost-share.

**Objective 5: Explore and test the potential for NGO/public private partnerships to contribute to the development of the public sector and public access to information.**

Librarians in Moldova are generally not accustomed to developing new partnerships for service delivery. For this reason, IREX understands that its role is to shepherd this process, identifying opportunities at the national level, and helping librarians translate them into concrete action plans at their libraries. IREX promoted libraries' role in development among **NGOs and other donors** recognizing that this is crucial in a country of political instability and limited resources in order to secure future funding for different projects, offer relevant services, and increase advocacy leverage. Full details on IREX's strategy for engagement of donor, NGO, and private sector partners are available in Appendix 9 of the 2013 annual report; highlights are shared here.

Novateca partnered with several USAID programs, including the Agricultural Competitiveness and Enterprise Development Project (ACED) program, the Rule of Law Initiative Program (ROLISP), and the Civil Society Strengthening Program, among others. Librarians received information about these programs in trainings and now are able to share this with users.

A partnership with the Soros Foundation in Moldova allows Moldovan librarians to contribute to the improvement of Moldovan rural community life through legal empowerment. In addition, IREX and Peace Corps Moldova launched the Novateca-Peace Corps Challenge in October 2013. Peace Corps volunteers were encouraged to conduct activities in, with and/or for the libraries of their post location. As a result, projects such as English classes for children from disadvantaged families, English reading groups, healthy lifestyle classes for students, women's discussion clubs, and workshops in resume writing, online job search and online application, were developed.

Novateca developed several relationships with the **private sector** over the course of the learning grant as well. A partnership with **Microsoft** through the TechSoup program provided Novateca with $390,000 in software donations for libraries. Thanks to the partnership with the Internet Service Provider **Moldtelecom**, libraries were offered the possibility of reducing their monthly cost of internet connectivity from 300 MDL to 140 MDL. In late 2013, IREX signed an MoU with the **DNT Public Association/CISCO Networking Academy** who will provide IT trainings for librarians, trainings for IT specialists, and IT trainings for community members.

In addition, in preparation for the Library Innovations Fair, Novateca secured sponsorship from several other private companies in Moldova: **Mobimall**, a new furniture market established by a consortium of Moldovan furniture producers; **Xerox**, the official representative of the international company in Moldova; and **DAAC Systems Integrator**, the largest Moldovan software solutions developer and multi-service ICT systems provider (and provider of the IT equipment for the pilot network). Each business donated valuable prizes (furniture, multifunctional printer, paper and toner, and an e-reader) to a library raffle, and expressed surprise and satisfaction at the number and variety of attendees, as well as the heavy press coverage that resulted. Discussions continue with all three of the businesses mentioned above to continue cooperation into the national program.

> ### *Objective 5 Main Results*
> - The value of Microsoft cost-share for software donation was $390,104.
> - Moldtelecom leadership agreed to offer libraries a quality Internet subscription at less than half the price that had previously been available (approximately $11/month instead of nearly $25/month), representing over $9,300 as cost share
> - Novateca developed a three phase strategy for developing partners in the NGO and private sector that consists of educating the potential partner; laying a foundation for potential collaboration scenarios; and ensuring that ample public credit and attention is given to the partner for their investment.

**Sustainability**: *If your organization intends for this project to be sustained after the grant period has ended, what actions have your organization and project partners taken and what actions will you be taking to facilitate sustainability, and how will the project be continued?*

Many of the pilot grant activities described above were designed to test processes and procedures in the Moldovan context and thus could be considered experimental rather than sustainable *per se.* Nevertheless, they were all undertaken with an eye to how they could contribute to achieving the Novateca program's overarching vision to assist Moldovans to attain a higher quality of life by increasing economic and social opportunities through access to relevant information and services in public libraries. In support of this vision, in February 2014 the Foundation approved a GL national grant for Moldova that will be implemented over 5 years with an investment of $11,998,407 and an anticipated cost share of $7,575,300.

Given Moldova's continuing economic hardship, political instability and the weaknesses inherent in its highly segregated regional structure, it is clear that the sustainability strategy for the Novateca national program cannot be based on a monolithic model. Rather, responsibility for carrying on the program's vision for will need to be dispersed throughout the entire library system. IREX believes that by working intensively with each of the "four pillars" of the greater library system in Moldovan society - the central government, local public authorities, library community, and civil society - it will be possible to considerably increase the chances that the four pillars will be able to collectively sustain progress towards building a relevant and resilient library system in Moldova that is a key player in local development.

**Central Government**

During the pilot period, the Moldovan central government exceeded expectations in terms of its support for the Novateca program. For example, IREX created an Advisory Board for Novateca with representatives of the Ministry of Culture, Ministry of Information Technology and Communications, Ministry of Education, National Parliament, National Library of Moldova, and the EGC. These Board members provided input for the proposal for the national grant and expressed a willingness to increase their support for library development.

IREX believes that the central government pillar of the sustainability strategy is on its way to becoming viable over the longer term. Within the national program, IREX will focus on strengthening this pillar through i) increased integration with the Novateca program--its staffing, activities, and goals-- to embed the concept of what a modern Moldovan library can and should be in the government's existing strategies and priorities; and 2) gradual transfer of this relationship building role with central government bodies to local entities.

**Local Public Authorities (LPAs)**

Direct local government support for continuing library development is vital for successful program implementation, as well as for long-term sustainability of Novateca program investments. Because libraries depend on local budgets, it is raion, town and village mayors that have the ultimate say as to whether libraries receive funding and librarians can partake in continuing professional development. Given that context, the Novateca program has placed special emphasis on gaining understanding and buy-in from LPAs from the outset of the learning grant. IREX has also prepared the ground for

sustainability by carefully managing the balance between Novateca program funding and local investment in each library in the pilot network.

Throughout the pilot period IREX required that LPAs pay for infrastructure improvements (to meet minimum program requirements for inclusion in the pilot network of equipped libraries), salaries/fees/honoraria, or internet fees - which they did, for a LOP total of $306,207 in co-funding. This approach, coupled with our efforts to bring LPAs on board for many activities and maintain open communication lines, has allowed LPAs to take substantial ownership of the program. Furthermore, in the learning grant, the ability of LPAs to "find" funding for investments, events, or professional development support when they believe the cause is worthy (and there are no funds forthcoming from the Novateca program) reveals that while budgets are tight in the raions, when mayors understand the value of their local libraries, they have the ability to enable their growth and development. Also, raions tend to compete with one another in terms of the resources and services they offer their citizens. IREX plans to diplomatically utilize this effect in order to spur additional motivation for investment and sustainability.

**Library Community**

After nearly two years of the learning grant, IREX can say with confidence that the librarian community and its related institutions are almost universally enthusiastic about the Novateca program and the prospects for change in their libraries and communities. To institutionalize this enthusiasm, IREX will strengthen its relationship with (i) the National Library, (ii) the Chisinau Municipal Library and (iii) the ALRM.

IREX recognizes the National Library's role in national data collection, and is working collaboratively to incorporate the National Library's data needs into its reporting scheme, with the eventual goal to hand over reporting and many impact measuring tools to that institution before the close of the national program.

Furthermore, by partnering with the Municipal Library and the ALRM to create the NCLPE, IREX will ensure that commitment to and capacity for a national level professional development program continues well beyond the scope of the national program. Stakeholders at all levels will participate in the evolution of the NCLPE as an organic component of the modernizing library system in Moldova, rather than as a temporary, outside phenomenon. Fostering buy-in from a broad spectrum of library professionals will engender local pressure to sustain the momentum of library improvements begun under the Novateca program.

**Civil Society**

The term civil society encompasses all of the end users who will benefit from improved library services, and are therefore motivated to work with the other pillars towards sustainable modernization of the library system. The plan for the Novateca program is not only to generate awareness and appreciation of what a modern library can offer (and thereby increase the number of library visitors), but also to inspire these various groups to understand how libraries can help them achieve their own goals.

During the learning grant, the Novateca program and its stakeholders have worked to foster and encourage a plethora of civil society actors to take a new look at the library as an institution that can begin new conversations and partner to generate new activities. IREX will continue fostering these partnerships during the national grant.

**Scalability**: *If your organization intends for this project to increase in scale after the grant period has ended, what actions have your organization and project partners taken and what actions will you be taking to facilitate that increase in scale?*

Under the learning grant, the Novateca program operated in twelve raions across Moldova, which will increase to 32 in the national program; the number of participating libraries will increase from 68 to 1,000. This figure represents 80% of all libraries across Moldova. IREX planned carefully for scalability of the learning grant to the national level, especially during the No Cost Extension period. Significant attention was paid to establishing broad-based government and public support to prepare Novateca for the many changes inherent in transitioning to a country-wide program, such as the tripartite MOU to create the NCLPE.

In addition, the Novateca program is designed to build upon existing, organic relationships within the library system which facilitates scalability. For example, the National Library has always worked closely with raion libraries on librarians' professional development, so collaborating on the Novateca program's ToTs is a logical outgrowth, and the Novateca program's selection processes that require village libraries to apply in collaboration with their raion library strengthen those natural hubs of support. Finally, the Novateca program M&E systems are designed to provide data that will help IREX and its partners make rational decisions about the pace of expansion efforts, continually assessing and adjusting the scale of activities to meet current development priorities.

**Challenges**: *Discuss how you addressed both anticipated and unanticipated challenges in the course of the project. Is there anything that the foundation could do to assist you with addressing these challenges, and was there anything in the past that the foundation could have done?*

<u>**National Political Context**</u>: Moldova has a coalition government in which the heads of ministries and agencies represent many different political forces and sometimes have different approaches, visions, and interests. It was a challenge, therefore, to take into consideration all of the elements at play when collaborating with different government bodies. In addition, in Moldova ministers of culture do not traditionally have high status within the government and MoC activities are seen as purely expenses, with no other important returns to the investment. Moreover, within the Ministry libraries are often seen as merely passive repositories of information and their relationship with other development objectives is not entirely clear. IREX addressed this challenge by working with a diverse set of central government agencies, such as the E-Government Center, to position libraries as a hub for access to technology, innovation and partners for local development strategies (for details see Appendix 8 in the 2013 annual report). This gave rise to another challenge due to the fact that cabinet ministers often change as a result of political in-fighting within the Moldova government. To address this, at each step along the way IREX has systematized and documented all of the cooperation mechanisms it has established with the MOC and other ministries.

<u>**General Risk of Doing Business:**</u> Moldova has high levels of bureaucratic complications, lack of security for investors, and complications related to imports which have made it difficult to find good equipment and technology providers, as well as consultants on specific topics. During the past year IREX has developed a network of providers and consultants through the region, building on its experience in Romania and Ukraine. Also, IREX is continuously improving its procurement and subgrant processes such as contract templates, early due diligence, and consistent subgrant monitoring and oversight.

<u>**Transnistria:**</u> In the summer of 2012, the breakaway Moldovan region of Transnistria began to implement a policy of openness toward the US, EU, and other international actors. This was seen by most as a very positive step that could eventually lead toward a resolution of its status. During this time, IREX invited a number of librarians from Transnistria to take part in Novateca seminars and events, and participation rates were quite consistent and high. As a result, IREX sent word through various contacts that it could discuss the potential for further cooperation with Transnistrian authorities. Some 8 months after a positive meeting with the deputy minister of education and culture, IREX received approval from USAID and BMGF to attempt a limited pilot consisting of support for 3-5 libraries and one librarian training center. However, during the intervening time, the political climate in Transnistria vis-à-vis international cooperation had deteriorated. Discussions with Transnistrian authorities were delayed repeatedly during the summer of 2013 until there was no longer enough time to launch the small pilot within the timeframe of the learning grant. Furthermore, upon subsequent meetings with Transnistrian authorities, it became clear that their position had changed, and that the Ministry of Education wished to control and change the program in ways that were clearly not consistent with the philosophy and goals of Novateca. Therefore, in the fall of 2013, the decision was made to indefinitely postpone further development of the Transnistria pilot concept. While the door will remain open to bring librarians from Transnistria to selected Novateca events in Moldova proper, given the impact of the political crisis in Ukraine on Transnistria (see next section), IREX does not currently foresee expanding the Novateca network into the region.

<u>**Political Crisis in Ukraine:**</u> The ability of Russia to exert pressure in the Moldovan political and economic spheres (such as its ban on Moldovan wine imports instituted in 2006-7 and again in 2013) may pose a risk to project sustainability in the medium and/or longer term. This risk has been exacerbated by

Russia's annexation of Crimea in march 2014 and the related political violence in Ukraine's east, as Transnistria is home to around 1,200 Russian troops and both Transnistria and Gagauzia (an autonomous region in the south of Moldova) have large Russian-speaking populations that have voted for closer ties with Russia (in 2006 and 2014, respectively). However, the increased international attention on and support for Moldova, as well as deeper economic and political ties with the EU, may mitigate future risks. IREX is continually assessing the situation in the region and its implications for the Novateca program.

**Lessons Learned**: *What lessons have you learned during the course of this project that will help your organization and other organizations that may be involved in similar work?*

Prior to this reporting period, IREX met with many local donors and donor-funded programs to glean best practices from past investments in the library system and NGOs in general. Based on those meetings and our own experience over the past two years, IREX has many lessons learned to share:

**Ensuring Library and ISP Readiness:** Even though libraries reported being ready for equipment delivery, delivery and installation was often delayed due to the unreliable internet connectivity infrastructure and unavailability of budgeted resources for library infrastructure. IREX may consider increasing the time between village visits and equipment delivery to allow budgetary cycles to release funds for LPAs' pledged improvements. Hub libraries and library liaisons could also play more of a role supporting and advocating for village libraries. In the future, IREX will also verify the technical capacity for a broadband internet connection at proposed libraries with the ISP. Over time IREX also realized that addressing Internet outage issues by contacting the village library directly to solve the problem was missing an opportunity to strengthen the role of the raion libraries which have oversight responsibilities. This will contribute to more efficient library-network management during the national program and strengthen the management role of the raion administrators.

**Assessing Library Association Capacity**: IREX had originally budgeted for a subgrant for capacity assessment and a subgrant to the ALRM. After a first feasibility analysis, in consultation with the Foundation it was decided to change this approach. Instead, Novateca supported the ALRM's participation in IFLA's Building Strong Library Associations program, as this would best enable it to build its leadership structure and capacity, and strengthen its outreach and advocacy skills. The ALRM was going through a leadership change at the time, and was preparing to reform its structure and management approach. The feasibility analysis was invaluable in allowing IREX to provide tailored support to a key partner that both met its immediate needs and positioned it to play a more significant role during the national program.

**Timing for a National Training Center**: By the end of the first year, IREX determined that it was still premature to establish a national training center, as originally planned. At that time key library leaders (the ALRM, Ministry of Culture, and National Library) were not working together amicably. Furthermore, it was clear that the most pressing need for extra training capacity was found to be in the regions. The team re-assessed the situation by the end of the second year, when the program had developed stronger partnerships with key stakeholders to address many of the sustainability aspects of the project. The MoU between IREX, ALRM and Chisinau Municipal Library to create the NCLPE has shown promising results so far, e.g. there is already a group of librarians prepared to deliver ToTs within the national program.

**Strengthening Role of Library Methodologists:** In Moldova, library methodologists are supposed to play a key role in professional development of librarians, but IREX learned that methodologists have a wide range of expectations about their roles and responsibilities. After delivering a training for 20 methodologists in September 2013, IREX found that many of them had not had any formal training in many years; they found it difficult to apply innovative tools and methods in their daily work due to lack of knowledge and support from library directors; and they were open to further training opportunities to develop their skills sets. IREX will develop a strategy on future work with methodologists based on this experience.

**Improving IT Support for Libraries:** Through the training for IT specialists, IREX received many useful recommendations to improve IT support to equipped libraries. For example, the IT specialists requested that Novateca host an online forum on which they could discuss and resolve IT issues, develop a client management system through which libraries submit requests for IT issues to be fixed, increase outreach

efforts among IT specialists time to encourage them to donate their time to support libraries, and explore ways in which LPAs could offer incentives for IT specialists to support libraries.

**Developing Local Advocacy Capacity**: In hindsight, IREX launched advocacy training for librarians before participants had an adequate foundation in community outreach and issue-based advocacy campaigns. IREX noted the impact of advocacy training varied, as some librarians got results from conversations with LPAs, and others got little response. Village librarians implemented advocacy plans unevenly, and the low rank of LPA representatives who attended impeded the development of viable partnerships and identification of solutions for current problems of libraries. IREX recommends developing a strategy for rolling out advocacy trainings that provides more time and support for librarians to develop practical skills, includes LPA representatives with higher authority to make decisions, and offers support for advocacy plans later on in the process of equipping and training new libraries that join its network.

**Targeting Leadership Development for Librarians**: IREX found that leadership development activities need to be more finely calibrated to account for the diversity of selected participants, both in terms of experience and interests. For example, one activity could be developed for librarians who are implementing services for a particular targeted audience in the community, and a separate activity for librarians that work as librarian directors or librarian leaders in Chisinau who can create higher level changes.

**Prioritizing Leadership Development for Local Public Authorities:** The Leadership Development Program (LDP) for District Public Administration personnel revealed that building mutually beneficial relationships with LPAs could lead to more coordinated efforts with local mayors and directors of libraries. IREX also learned that it has asked for too much paperwork from LPAs for librarian events, which is excessive in the LPAs' view. LPAs are very interested in the program and would like to further their involvement by developing a national concept for leadership development for raion public administration staff.

**Attracting New Partners:** In 2013, raion library directors in Cahul, Causeni, Hincesti, Orhei Taraclia and Telenesti successfully established new partnerships with local NGOs to improve library services delivery; attract new library users; and provide training and information resources to NGO staff and their beneficiaries. The libraries are primarily cooperating with NGOs targeting children, at-risk youth and families, victims of domestic violence, and elderly citizens. These partnerships helped to scale up local library promotion, attract new resources, acquire new equipment and furniture, and improve social activities. IREX will explore how to further develop librarians' skills to partner with local and national NGOs and to reduce the difficulties that libraries face while establishing new partnerships.

While IREX and the MoITC do not have explicit partnership activities, general support from various ministries is beneficial for the wide promotion and understanding of program objectives. IREX also identified the *Digital Moldova 2020* strategy as a key entry point to raise the profile of libraries as potential partners, with each point in the strategy aligning with Novateca program objectives. And several private businesses were among the sponsors of the Innovations Fair in December 2013 which attracted over 1,300 participants.

**Supporting New Library Services:** Through experience gained providing direct support for ten library Community Development Projects (CDPs), IREX learned valuable lessons about how to optimize application, procurement, and evaluation procedures for small grants implementation in Moldova. When requesting applications in the future, IREX should focus on promoting library-specific development, as 57% of CDP applications related generally to digital inclusion topics, with the majority focusing on access to computers in libraries. IREX should more clearly specify the goals of the grants and explain the difference between the selection process for the Novateca network and the CDP selection. Additionally, future applicants will be required to include a statement documenting librarians' IT skills, as librarians' lack of experience with IT contributed to delays in project implementation. Additionally, it would be beneficial for librarians to receive training on needs assessments, proposal writing, setting objectives, determining project activities, and developing budgets. Many librarians did not have experience with these concepts and IREX may need to incorporate them into future training sessions.

Regarding local procurement, librarians needed more time to conduct procurement following IREX procedures and would have benefited from ongoing coaching, especially on developing the technical specifications and collecting bid offers. For implementation, more time should be planned for the risk assessment and arrangements process, as the time allotted for the library and local public authorities to open of special bank account for grant funds was too short in this round. For LPA involvement, the risks and responsibilities of the LPA and the project's accountant shall be explained more thoroughly. Additionally, the subgrant agreement must contain stricter and more specific articles on duties of every responsible person for subgrant implementation to ensure a smoother implementation process.

## II. Budget Progress and Results

### Updated Budget Template

Please see attached updated budget template.

### Budget Progress Narrative

1. **General Budget Progress:** As of April 2014, the program has spent about 100% of period 2 forecast.  This has brought our variance to zero. Please note that the portion of Gates Foundation funding received by IREX via USAID is reflected separately in each reporting tab.  In the tab "Actual Costs & Expected Funding," this line is shown as "Gates Foundation via USAID." However, in tabs "Period 1 Reforecast" and "Financial Progress Summary," it is shown as "Others" (secured, in progress, and unsecured).
2. **Budget Variances:** Consulting is over the 10% variance due to changes implemented for the NCE (as documented in the request submitted to Gates on August 15, 2013).  Funds were reprogrammed to activities that involved outside consultants and vendors (e.g. the Innovations Fair, development of the modern library curriculum, and equipping the national training center).
3. **Budget Plans for Next Reporting Period:** There is no forecast for period 3 since the planning grant period of performance is over.
4. **Budget or Financial Risks:** We currently do not see any significant risks or concerns that might affect IREX's ability to perform this grant within the designated budget.

## III. Required Attachments

Some projects involve activities that require you to submit an attachment along with your progress report and budget. Please answer yes or no to the questions listed below, to determine whether an attachment is required. If you answer "yes" to any of the questions, please complete the required module(s) as indicated in the footnotes. If you answer "no" to all of the questions, you do not need to complete an attachment.

### Questions

| | |
|---|---|
| **Does your project involve a clinical trial[1]?** | *No* |

| | |
|---|---|
| **Does your project involve research using human subjects[2] or vertebrate animals?** | *No* |

| | |
|---|---|
| **Does your project involve the use of recombinant DNA or genetically modified organisms (including genetically modified plants)?** | *No* |

**Does your project involve the use of biohazards?**                     *No*

[1] clinical trials

[2] human subjects

[3] select agents

If you answered "yes" to *any* of the questions above, you must complete the Clinical Studies and Regulated Research Assurances Module and submit it along with your progress report.

**Technology and Information Management Questions**

Please provide a response to the following questions, using the definitions of terms that are provided below. If you have submitted either a Global Access: Technology and Information Management Module or and an annual report previously and nothing has changed from your previous submission, please indicate "no change."

**Do any Third Parties[1] have Rights[2] to Background Technology[3]?**          *No*

**Do any Third Parties have Rights in Project Technology[4]?**          *No*

**Have you filed any copyright registrations for or patent applications claiming any Project Technology?**          *No*

[1] Third Parties: Any individuals, organizations, or companies that have not executed a foundation-approved collaboration agreement that is associated with the project.

[2] Rights: (i) Any interest (e.g., license, ownership, option, security interest, etc.) in patents, patent applications, and copyrights and (ii) the rights to use any technologies, information (including trade secrets), data, or materials.

[3] Background Technology: All technologies, products, materials (both physical and written), software, data, processes or formulations, and all associated Rights, to be used as part of your project that were created prior to or outside of the project.

[4] Project Technology: All technologies, products, materials (both physical and written), software, data, processes or forumulations that are created, compiled, conceived, or reduced to practice as part of your project, and all associated Rights.

If you answered "yes" to *any* of the questions above, you must complete the Global Access Technology and Information Management Module and submit it along with your progress report.

## Appendix 1: Key Milestones Chart

| Objective # | Key Milestones | Baseline *(if relevant and available)* | Period One | | Period Two | | Grant End |
|---|---|---|---|---|---|---|---|
| | | | *Month 1* | *Month 12* | *Month 13* | *Month 24* | *Insert grant end date (month/year)* |
| | | | **Target at period end** | | **Target at period end** | | **Cumulative target at grant end** |
| 1 | Assessment of legal environment, physical infrastructure, and IT capacity and development of procurement procedures | | month 4 | | | | 1 assessment |
| | Procurement procedures developed / lessons learned for national implementation | | | | month 17 | | 1 set of procedures |
| | Lessons learned document on quality of internet connection and capacity of various internet providers | | | | month 13 | | 1 lessons learned document, Appendix 2 of 2013 Annual Report |
| | Lessons learned document on technical support capacity in the libraries/or local governments; equipment maintenance plan is developed | | | | month 17 | | 1 lessons learned document, see Appendix 3 of 2013 Annual Report |
| 2 | Training Needs Assessment | | month 3 | | | | 1 assessment, Appendix 5 of 2013 Annual Report |
| | Assessment of training | | | | month 21 | | 1 assessment, Appendix 4 of 2013 Annual Report |
| | Strategy on sustainable training structure is developed and aligned with the government strategy | | month 12 | | | | 1 strategy document, Appendix 4 of 2013 Annual Report |
| | Lessons from the experience of other donors related to training are integrated into program strategy; a lessons-learned document is created | | month 6 | | | | 1 lessons learned document, Appendix 10 of 2013 Annual Report |
| | Core Curriculum is designed based on the needs of Moldovan librarians | | month 20 | | | | 2 courses |

| Objective # | Key Milestones | Baseline (if relevant and available) | Period One | | Period Two | | Grant End |
|---|---|---|---|---|---|---|---|
| | | | Month 1 | Month 12 | Month 13 | Month 24 | Insert grant end date (month/year) |
| | | | Target at period end | | Target at period end | | Cumulative target at grant end |
| 3 | Library Leadership Program lessons learned on state of Moldovan library leadership | | | | month 23 | | 1 lessons learned document, Appendix 6 of 2013 Annual Report |
| | Turning the Page advocacy training adapted for Moldovan environment | | | | month 15 | | 1 course |
| | Strategy for working with library representative organizations is developed (specifically library association, MoC, and National Library) | | | | month 23 | | 1 strategy document, Appendix 6 of 2013 Annual Report |
| | Each training center develops a sustainability strategic plan | | | | month 21 | | 6 strategic plans |
| | Strategy for introducing citizen based advocacy is developed | | | | month 23 | | 1 strategy document, Appendix 6 of 2013 Annual Report |
| 4 | Sign partnerships memorandum with government officials | | | month 3 | | | at least 3 MOUs |
| | Gain understanding of the capacity and willingness of local governments to share costs and define scope and strategy for potential national program | | | month 10 | | | 1 strategy document, Appendix 7 of 2013 Annual Report |
| | Define expanded strategy for partnership with the E-governance center | | | month 8 | | | 1 strategy document, Appendix 8 of 2013 Annual Report |
| | Define strategy for working with associations of mayors and local authorities | | | | month 14 | | 1 strategy document, Appendix 7 of 2013 Annual Report |
| | Strategy for engagement with line ministries is developed | | | month 8 | | | 1 strategy document, Appendix 8 of 2013 Annual Report |

| Objective # | Key Milestones | Baseline *(if relevant and available)* | Period One | | Period Two | | Grant End |
|---|---|---|---|---|---|---|---|
| | | | Month 1 | Month 12 | Month 13 | Month 24 | *Insert grant end date (month/year)* |
| | | | **Target at period end** | | **Target at period end** | | **Cumulative target at grant end** |
| 5 | Lessons learned document developed from the experience of other relevant donor projects related to partnerships | | month 6 | | | | 1 lessons learned document, Appendix 10 of 2013 Annual Report |
| | Clear picture of Moldova donor landscape is gained; strategy for donor partnerships is developed | | | | month 20 | | 1 strategy document, Appendix 9 of 2013 Annual Report |
| | Strategy for engagement with private sector, donor, and NGO partners is developed | | | | month 20 | | 1 strategy document, Appendix 9 of 2013 Annual Report |

**Appendix 2: Impact Assessment Strategy**

## Introduction

IREX's impact goals for the learning grant were two-fold. The first was to monitor all grant activities and evaluate all associated learning outcomes. The second was to turn the impact planning and assessment process into a learning experience in its own right.

Progress towards the first goal has been documented in biannual reports to the Foundation over the past two years. In particular, Novateca has shared its findings in several strategy documents (see appendices 2-10 from the February 2013 Annual Report). Broadly, those documents analyze challenges and achievements in terms of the pilot grant's goals of:

- equipping 50-60 libraries with technology to support public access to information;
- developing a training curriculum and training librarian trainers and librarians in technology skills, managing computers in libraries, and modern library services;
- testing methods for empowering librarians to act as leaders throughout the country;
- working with the local and national government to understand successful methods of obtaining government support; and
- identifying potential partners within the private sector, donor community, and NGO community throughout Moldova.

By the conclusion of the learning grant, the Novateca program had piloted and refined monitoring and evaluation systems to consistently and accurately collect performance and impact data from its network of 68 equipped libraries representing 12 raions, 14 cities, and 54 villages around Moldova, about 5% of all Moldovan libraries. In addition to user data from the 304 workstations provided to participating libraries, IREX tracked various library management indicators as well as evaluation materials from the 223 library staff trained in Novateca's various curricula and the work of its six new Regional Training Centers (RTCs).

In terms of the second goal, the program began with an analysis of data from a baseline assessment in 2011, as well as national statistics available through the government of Moldova. Following an assessment of the available data, IREX developed its own tools to further assess the status of libraries and monitor libraries' progress towards modernization over the course of the Novateca program. IREX viewed the planning phase as an opportunity to identify challenges to implementation, negotiate and plan modifications, and make readjustments.

This document aims to 1) outline the challenges and lessons learned from those processes during the past two years; and 2) discuss IREX's plans for impact assessment moving forward with the national grant.

## Lessons Learned from Impact Assessment

### A. Initial Data Collection Tools and Processes

In the first year of the program, one of the biggest challenges related to impact and evaluation was establishing a working mechanism to institutionalize the data collection process. This involved rolling out various data collection tools to all 68 libraries to both monitor program implementation and to better understand the impact of the program activities on libraries, librarians and the public at large. During this phase, Novateca conducted a series of stakeholder consultations, community needs analyses, and a national citizen survey; activities which have informed focus areas and in turn, key program activities. Overall, these efforts were very successful at laying the foundation for data collection initiatives that took place during the second year of the pilot phase.

In the second year of the program, the Global Libraries (GL) initiative officially released a revised set of performance metrics (PMs) and a new Common Impact Measurement System (CIMS). The focus of Novateca impact assessment activities then shifted towards a timely update of all data tools to ensure compliance with these changes, balancing the need to capture new metrics while also ensuring consistent comparison of legacy indicators. As a result, several additional questions were added to the Online Reporting Tool (ORT), which libraries use to report on library users, trainings, events, consultations, and other metrics on a monthly basis. Unfortunately, the impact team was unable to obtain data for a number of new PM indicators in time for the 2013 project year annual report. In general, metrics with all Moldovan libraries as the target population do not have data if they were not provided by available national statistical sources. In the future, Novateca will collect these figures where possible through the ORT or national surveys.

In the first quarter of 2014, the National Library released data for 2013. Several changes from the 2013 annual report's PM should be noted in the updated PM, submitted as Appendix 3 to the final report. The number of library service points providing public access computing in this report differs from the same number in the 2013 annual report. This is due to a previously unseen category[2] included with 2014 data release. Similarly, the number of public library service points providing public access computing supported by other sources is also different since it is based on the newly released data. Further, data related to in-kind donations were added to the reporting template even though these metrics reflect GL libraries only[3]. In some cases, the impact team was unable to obtain data for a number of PM indicators. In general, metrics with all Moldovan libraries as the target population do not have data if they were not provided by available national statistical sources. As mentioned before, this issue was partially addressed by adding additional questions to the Online Reporting Tool (ORT). In the future, Novateca will continue to collect these figures through the ORT and/or national surveys.

Because the new CIMS metrics were developed while the learning grant was ongoing, a decision was made to test data collection in some of the categories (digital inclusion, culture and leisure, education, communication, economic development, health, government and governance) through the pop-up surveys while waiting to deploy the full survey during the national grant (see textbox for results). Overall, Novateca conducted two pop-up surveys in April-May and in July 2013. The first survey examined general computer usage in the libraries, while the second focused primarily on the usage of technology and its role in government and governance. The raw data from these pop-up surveys are submitted with this final report as appendices 4 and 5. IREX also analyzed evidence from success stories collected through the Online Reporting Tool (ORT) for trends within the seven CIMS categories. They are indicative of a broader cultural shift that occurred in how libraries are now perceived by the public in Moldova. The graphic below outlines these trends.

> The results of the second pop-up survey testing CIMS indicators showed that **52%** of the sampled computer users indicated that they **used a government service** through technology at the public library in the past 3 months. These services include:
> - accessing and using free information on government forms, laws, regulations, taxes, programs and services;
> - gaining access to income statements;
> - requesting online documents or licenses;
> - checking online criminal records; or
> - verifying educational degrees.

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[2] Number of public libraries connect to the Internet.
[3] Even though the target population should ideally include all libraries, this requirement cannot be met since these data are not collected by the National Library.

| | |
|---|---|
| **Digital Inclusion** | • Libraries are attracting new parts of the population who come to access technology, information, and improve their computer skills. |
| **Communication** | • Libraries are increasingly used to connect people with each other due to access to technology and free communication tools. |
| **Culture and Leisure** | • Libraries are becoming the go-to place to spend free time, often serving as the social nexus of a community. This is in stark contrast to the situation found in the baseline assessment. |
| **Economic Development** | • Public libraries have become important catalysts in local economic development efforts including sharing materials on innovative agricultural practices or helping patrons update CVs. |
| **Education** | • Libraries continue to be learning hubs for communities, especially with their relationship with technology. |
| **Health** | • Libraries are making progress serving as a source of consumer health information. |
| **Government and Governance** | • Libraries are percieved as an important partner in advancing electronic government services. |

### B. Lessons Learned

<u>Online Reporting Tool:</u> Rolled out in April of 2013, the Online Reporting Tool (ORT) was one of the main data collection tools for the Novateca team during the pilot phase. The ORT is an online platform which allows the impact team to collect standardized data from participating libraries on a monthly basis. Over the past year, the ORT underwent several changes as more questions and features were added to the system, and paper versions of the ORT were phased out. Most of these changes were driven by an updated performance and impact framework initiated by Global Libraries. For example, several additional questions related to donations and consultations were added to the ORT. Similarly, the format of some questions was changed and additional instructions were provided. An automated reminder/notification message to non-respondents was added to the system. A new data visualization feature was introduced, providing an opportunity for librarians to examine data over time in a graphical format. Today, the ORT is still a work in progress as additional features are being identified and implemented to enhance and "fine-tune" the system. For example, IREX plans to develop a fully functional prototype of the data visualization component hosted on the Novateca website which will be accessible to librarians, project partners and the general public.

To ensure consistent data collection among participating libraries, the impact team conducted trainings on how to use the ORT, focusing on specific data requirements. These trainings were supplemented with numerous Skype calls, informal consultations and site visits. Overall, the demand for such activities cannot be overstated. Lack of clarity and operational definitions for some indicators early in the program lifecycle, together with high employee turnover in some libraries (especially rural) often resulted in incomplete or misreported estimates. Moreover, data collection was and often still is perceived as a burden for librarians. That said, most of these issues were eliminated or greatly reduced by the end of the pilot phase. To overcome potential issues in the national phase, the impact team plans to conduct multiple trainings across Moldova and schedule regular site visits. Furthermore, a data dictionary with

specific operational definitions is being developed. This manual will be a stand-alone document in both hardcopy and electronic format. It may also be accompanied by additional video clips as necessary.

Community Survey: Novateca faced challenges securing a firm that could design and conduct the community survey and provide data analysis at the level required. Staff turnover at the selected vendor made it difficult to coordinate activities and ultimately produce aggregate reports or comprehensive analysis. Furthermore, the project took much longer than expected, particularly when waiting for data analysis and the final report. In the future, Novateca will work to develop the content of the surveys in-house, with support from the GL network and experts at IREX. Additionally, for the national program Novateca will launch a competitive search for a company that not only has extensive experience in conducting surveys, but also in data analysis. Novateca will begin this search well in advance to ensure the surveys and analyses are conducted in a timely manner.

Performance Metrics Indicators: After the new PMs were rolled out, Novateca revisited several of the tools used to track data for those specific indicators.

- *Training outputs:* Novateca redesigned its training attendance sheets to track unique library staff trained and ensure more reliable data. Under the previous system, attendance sheets did not track unique participants or disaggregate by library versus non-library staff. The Novateca team verified past data through triangulation to avoid double counting.
- *Non-GL funding to public library service points:* Novateca was not able to report on performance metrics related to total non-GL donations to libraries or total number of workstations purchased with non-GL funding due to lack of data. In the future, Novateca will collect this data from libraries through the Online Reporting Tool on a regular basis,
- *Virtual visits to library websites:* Novateca was not able to verify virtual visits to library websites due to lack of data on which library websites contain informational content/databases and how libraries were collecting automatic counts. In many cases, libraries use their Facebook accounts as websites. Novateca will conduct a review of all GL-funded libraries' websites and make recommendations to facilitate virtual visit counts. Additional training to library staff on tracking virtual visits, either via Google analytics, Facebook "likes", or other relevant analytics will be provided as necessary.
- *Workstation use rate:* Novateca does not have data on total hours workstations were used despite the installation of web tracking software due to challenges in how the data is reported and exported. The software provides workstation use as a percentage on any selected day but does not provide cumulative data on hours workstations were in use or total hours workstations could have been in use. This limitation has been addressed in the new software platform called Data Giraffe that is in beta form now but will be installed in current and new workstations in the national program.
- *Optional metrics:* Although post-training surveys of library staff were conducted, this data was used primarily to inform the design of future trainings and workshops, not to track the results of trainings in terms of change in library staff ability to meet user needs. Going forward, Novateca will conduct pre- and post-training surveys of library staff as well as an additional survey of staff several months after the intervention to gauge change in library staff skills, knowledge, and practice. These surveys, which will be standardized, will allow Novateca to understand and report on how library staff skills change over time. This data will be triangulated with surveys of library users.
- *National-level statistical data on libraries:* In general, obtaining timely country-wide information about the current state of libraries in Moldova is difficult. Data from the National Library - a primary data collection entity for libraries in Moldova - are available with a time lag. Due to these limitations, data analysis is generally retrospective, not contemporaneous. These limitations will be noted when reporting the data.

Relationship Building and Sustainability: Already in the learning grant, Novateca managed to strengthen its relationship with key stakeholders who are involved with library statistics in Moldova, such as the National Library, the Chisinau Municipal Library and the Association of Librarians of the Republic of Moldova (ALRM). For example, the National Library has included the Novateca program in its national gatherings, and begun to promote a modern vision for library services to library directors from throughout the country. Novateca supported and will continue to support the National Library's strategy and methodology when working with local libraries. Novateca also recognizes the National Library's role in national data collection, and is working collaboratively to incorporate the National Library's data needs into its reporting scheme with the eventual goal to hand over reporting and many impact measuring tools to that institution before the close of the national program. Going forward, the impact team will set up a meeting with a representative of the National Library to review and discuss various approaches to data collection and how both organizations can benefit from such efforts.

The table below summarizes the data collection tools Novateca used during the learning grant and lessons learned from using this tool, as well as new tools that we intend to use during the national grant.

| | Linked Indicators | Sampling Methods | Lessons Learned/Anticipated changes to this tool |
|---|---|---|---|
| **Existing Data Collection Tools** | | | |
| Pop-Up Survey/web tracking software | -Workstation usage rate.<br>-Main user activities in the library and on computers.<br>(Not a PM) | Pop up survey software is utilized across all libraries participating in the program, with the surveys distributed on a time-based schedule. | The workstation use rate is currently measured using a web tracking and pop-up survey software, which only provides daily reports on use rate and not cumulative data on total hours of workstation use rate over total possible hours. A newer version of the software called Data Giraffe will be used, allowing the impact team to better collect data related to usage rate. |
| Monthly Library Reports submitted via the Online Reporting Tool) (ORT) | -Number of physical visits<br>-Number of library loans<br>-Number of formal and informal trainings<br>-Number of trained individuals | All participating libraries are required to submit monthly reports. | Since it was first deployed in April 2013, the tool has undergone several rounds of updates. All legacy indicators were reviewed and additional questions were added to ensure compliance with GL's revised performance and impact indicators. The format for a number of questions was changed, resulting in better data analysis. Additional features are likely to be introduced in the national phase to further streamline the data collection process. |
| National Community Analysis Study | -Level of access to information<br>-Information access patterns<br>-Socio-economic needs | Phone Interview: 3366 respondents across five raions.<br>Focus groups: 12 groups with a total of 95 participants across 10 raions.<br>Interviews: 125 participants across 10 raions.<br>Overall methodology was based on a stratified sampling proportional to the size of population in each raion | A limitation of the community analysis study is that there are few in Moldova with access to a landline. Potential ways to work around this include conducting interviews via cell phones or in person for the national grant. In addition, the emigration of young, working adults, especially in rural places, may result in undersampling and biased results. Statistical adjustments (survey weighting) might be necessary to address this issue. |

| | Linked Indicators | Sampling Methods | Lessons Learned/Anticipated changes to this tool |
|---|---|---|---|
| Nationally Collected Statistics by GoM | -Total # of public library service points<br>-Total # of public library service points providing public access computing<br>-Total # of public library service points providing public access computing that are supported by all other sources | | Several national indicators were found to be lagging and/or absent from national data sources. These limitations were and will be noted when reporting the data. In other cases, representative samples will be taken as necessary to ensure completeness of the data. |
| Pre- and post-training tests | Change in librarian knowledge and skills as a result of training. | All librarians undergoing training are required to take knowledge/skill assessment tests. | |
| **New Data Collection Tools for National Grant** | | | |
| Survey of library visitors (CIMS) (planned for Nov. 2014) | Common Impact Measurement System (CIMS) Indicators | The survey will be conducted by a third party according to guidelines established in the CIMS guide. | Finding a third party capable of conducting a country-wide survey might present a challenge to the program. To address this issue, Novateca will begin the solicitation process (open bidding) much earlier than originally anticipated. This should give enough time to address any potential problems with vendors. |
| National Citizen Survey (planned for Dec. 2014/Jan. 2015) | -Changes in citizens' access to information<br>-Changes in information search behaviors<br>-Changes in perceptions of libraries, and capacity to use new technologies | General approach will be based on stratified sampling. The sample will be built using a number of variables (age, gender, location, etc.). | Same as above. |
| Post-post - training survey | Change in librarian knowledge and skills | Six months after training, all librarians who completed mandatory trainings will be asked to complete a post-post evaluation. | The survey will most likely be submitted online. Ensuring an adequate response rate might be a challenge. To follow up with non-respondents, multiple individual reminders will be sent out. |

## Moving Forward

Based on lessons from the learning grant, IREX will incorporate several new strategies, assessments, and tools into the national Novateca program to improve both program management and program activities (see table in section B). For instance, through data from the new post-post training evaluations, we will learn more about what information participants retain from trainings as well as the quality of the training itself. This helps determine if there is a need for additional technical assistance after training and whether the curriculum should be adjusted to better fit the needs of the trainees.

Additionally, these new strategies will help inform our planned advocacy work to modernize the data collection process for national indicators in Moldova as well as assisting libraries in their efforts to align with EU standards. Our new strategies will also benefit our partners as they learn to develop evidence-based advocacy efforts, as has already been demonstrated through Return on Investment letters which are sent to LPAs. While libraries involved in the pilot network are still early in their development processes to be using data to actively advocate on their own behalf, each library has developed a comprehensive advocacy strategy for interacting with local public authorities (LPAs). Furthermore, the Novateca program has successfully used a number of key data points to show the power of activated libraries. For example, the libraries have leveraged an estimated $235,950 in funding for start-up costs over the course of the learning grant.

Drawing on lessons learned from the pilot phase, as well as from Novateca's sister projects in Ukraine and Romania, the national grant will work towards ensuring local ownership and sustainability of impact assessment systems. Novateca will create a national impact group to harmonize IREX's impact planning and assessment approach with librarians' existing efforts to collect and report statistical data to ensure sustainability of these processes. To that end, the impact team plans to identify promising librarians (those with a demonstrated interest and capacity to assess library performance) and will develop mutually agreeable terms of reference to support the work of the group. Even though it is too early to tell whether these efforts are sustainable in the long run, it is clear that they plant the seeds for positive and much-needed changes in libraries across Moldova.

Appendix 3: Performance Metrics

| Country: | Moldova | | Date Range (From / To): | Nov-11 | Feb-14 | Value | Unit | Source/Notes |
|---|---|---|---|---|---|---|---|---|
| Metric | Definition | | How to Count | Required / Optional | Target Population | | | |
| **Public Library Service Points** | | | | | | | | |
| • <br> • <br> • | **Public library service point** is any library facility, fixed or mobile, through which the public library provides a service to the general public. Central libraries, branch libraries and mobile libraries are all each individual service points. For example, a central library with three facilities in a particular city should be counted as three library service points. Departments within a single building should not be counted separately. Library-like service points (e.g., Village Reading Rooms, Cultural Post Offices) that provide public access computing should be counted (with each service point counted separately, as outlined for library service points above). <br> **Public access computing** means providing at least one workstation available to the public regardless of whether access is free or not. <br> **Workstation** is a computer connected to the Internet. | | | | | | | |
| 1 | Total # of public library service points | Total number of public library service points (see definition above) in the target country/region, regardless of whether or not they provide public access computing or are supported by GL. <br><br> Collecting this data will help GL and grantees see what portion of the total number of public library service points the programs reach over time. | Full count of public library service points using national statistical sources or registries (e.g., the Ministry of Culture, National Library Statistics, etc). <br><br> In the event there are no national statistics or existing national statistics are believed to be inaccurate, the grantee is encouraged to provide an estimate, based on a sample. | Required | All libraries | 1,368 | service points | Total for the year; source: Moldovan National Library; 2013 (most recent) |
| 2 | Total # of public library service points providing public access computing | Total number of public library service points (see definition above) providing public access computing (i.e. public access to the Internet on at least one workstation), regardless of whether they are supported by GL. <br><br> Note that this number will not necessarily equal metric #3 + metric #4 as there may be public library service points that receive funding from multiple sources. See the illustration below: | Full count of public library service points providing public access computing using national statistics, or other sources appropriate to the local context. <br><br> In the event there are no national statistics or existing national statistics are believe to be inaccurate, the grantee is encouraged to provide an estimate, based on a sample. Further specifications on how to estimate can be found in Appendix B of the PM guide. <br><br> Value cannot be greater than the total number of public library service points (PM #1). | Required | All libraries | 291 | service points | Total for the year; source: Moldovan National Library; 2013(most recent) |

| 3 | Total # of public library service points providing public access computing that are supported by the GL grant | Total number of public library service points (see definition above) providing public access computing that receive any type of GL support (e.g., funding, hardware, software, internet connectivity, training or other types of support) | Full count (using GL records) of the total number of public library service points providing public access computing that currently receive GL support or have received GL support in the past.

Note that this metric is cumulative - i.e. all GL libraries that have ever received GL support (even if they no longer receive GL support), should be included in the tally.

Value cannot be greater than the total number of public library service points (PM #1). | Required | GL-supported libraries | 68 | service points | Source: Program data |
| 4 | Total # of public library service points providing public access computing that are supported by all other sources | Total number of public library service points (see definition above) providing public access computing that receive any type of support (e.g., funding, hardware, software, internet connectivity, training, or other types of support) from other sources, including the government, other foundations (excluding Gates), NGOs and/or private sponsors. | Full count (using national statistics or other sources appropriate to the local context) of public library service points providing public access computing that are supported by non-GL sources, or an estimate based on a sample.

Grantees should document their methodology, outlining what types of funding sources they have included in this calculation (e.g., only government funding is included; funding from NGOs and government is included).

It may be challenging to aggregate data for this metric and so the priority is for grantees to establish a consistent data collection methodology that can be used each year to compare in-country data over time.

Value cannot be greater than the total number of public library service points (PM #1). | Required | All libraries | 223 | service points | Total for the year; based on Moldovan National Library data. Calculated as the difference between PM2 and PM3. It was not possible to disaggregate by types of funding source. |
| **Computers and Workstations** | | | | | | | | |

- • **Workstation** is a **computer connected to the Internet** (computers that are installed but not yet connected to the Internet should only be counted in the context of metric #6, i.e. they are not
- • considered workstations if they do not have a connection to the internet).
- • **Available workstations** are workstations that are set aside for public use (e.g., not reserved for the librarian) at library service points

**Internet** support consists of the one-time cost to establish or upgrade internet. It does not include monthly internet subscriptions.

Note that the computer and workstation metrics have been designed to capture every possible type of computer or workstation found in a GL-supported public library service point. Metrics #5- #9 should be used to count workstations/computers as follows:



| # | | | | Required | GL-supported libraries | 304 | workstations | Source: program data. The internet connection cost are covered by local governments. |
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| 5 | Total # of workstations in which the computer was paid for by GL and the (one-time cost of) internet connection or upgrade was paid for by other sources | We recognize that, in some cases, GL funding supports the purchase of a workstation which receives internet connectivity or internet upgrade from a source other than GL. As such, for this metric we are tracking the total number of computers purchased with GL funds where other sources paid for the one-time cost to establish internet connectivity or an internet upgrade. | Of the computers in the library that were purchased with GL funds, count the total number for which other sources of funding supported the one-time cost of internet establishment or upgrade.

It may be challenging to aggregate data for this metric and so the priority is for grantees to establish a consistent data collection methodology that can be used each year to compare in-country data over time. | | | | | |

| 6 | Total # of workstations (computers with internet) paid for by GL | Total number of workstations (computers with internet) available at public library service points or library-like service points where the computer and the internet service have been purchased with funds from GL.<br><br>Count only workstations where the computer was purchased with funds from GL (i.e. GL support for Internet connectivity alone is not sufficient; these types of computers will be captured in metric # 7). | Full count of the number of workstations (computers with internet) purchased with GL funds that are available at public library service points. GL funding supports the purchase of the computer and the one-time cost of internet establishment or upgrade. Note that ongoing internet subscriptions are not included in this metric. | Required | GL-supported libraries | 0 | workstations | Novateca pays only for computers, the Internet itself is paid by the local governments . There's no exception. This is a requirement in the application. Libraries cannot apply without securing funding from local governments. |
| 7 | Total # of computers paid for by GL that are not connected to the internet | We recognize that, in some cases, internet is not yet up and running. As such, for this metric we are tracking the total number of computers that are available to the public at public library service points or library-like service points that have been paid for by GL **but are not yet connected to the internet**.<br><br>Please provide a brief description of why these computers are not yet connected to the internet and an estimated date for when they will be connected. | Full count of the total number of computers purchased with GL funds that are available to the public at public library service points that are not connected to the internet. | Required | GL-supported libraries | 0 | computers | See note above for PM6. |
| 8 | Total # of workstations paid for by all other funding sources | Total number of workstations available at public library service points or library-like service points for which both the computer and the internet connectivity have been purchased with funds from other foundations (excluding Gates), NGOs, private sponsors, and/or government sources.<br><br>Grantees should document their methodology, outlining what types of funding sources they have included in this calculation (e.g., just government; NGOs and government). | Full count of the total number of workstations (i.e. computer with internet) available at public library services points that have been purchased with funds from other foundations, NGOs, private sponsors and/or government sources using complete survey (web or other), or an estimate, based on a sample.<br><br>It may be challenging to aggregate data for this metric and so the priority is for grantees to establish a consistent data collection methodology that can be used each year to compare in-country data over time. | Required | GL-supported libraries | 0 | workstations | See note above for PM6. |
| 9 | Total # of workstations in which the computer was paid for by other sources and the (one-time cost of) | We recognize that, in some cases, GL funding supports the one-time cost to establish internet connectivity or an internet upgrade for an existing computer (that was not paid for by GL). As such, for this metric we are tracking total number of computers that are **connected to the Internet (or have upgraded internet connectivity) as a result of GL funding** but where the computers themselves were not purchased with GL funds. | Of the computers in the library that were not purchased with GL funds, count the total number for which GL funding supported the one-time cost of internet establishment or upgrade. Note that GL-sponsored internet subscriptions are not included in this metric. | Required | GL-supported libraries | 0 | workstations | See note above for PM6. |

| | | | It may be challenging to aggregate data for this metric and so the priority is for grantees to establish a consistent data collection methodology that can be used each year to compare in-country data over time. | | | | | |
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**Use of workstations**

| 10 | Metrics related to work station use rate | **Use rate** means the total number of hours workstations (regardless of whether they were paid for by GL or another source) in GL-supported libraries are **actually used** by library visitors, divided by **total possible hours** (i.e. the hours during which the library service point is open to the public multiplied by the number of available workstations).<br><br>The reporting tool will calculate the use rate after impact specialists enter the **total hours used** (metric 10a) and **the total possible** (metric 10b). Grantees will not be asked to report a percentage.<br><br>Note that the expectation is that data on use rate will only be collected in GL-supported library service points, though grantees are welcome to attempt to calculate this more broadly. There is no expectation that use rate will reach 100%. Impact specialists are encouraged to use this metric for learning purposes and to leverage the expertise of advocacy specialists to determine if/how this metric can be used for advocacy purposes. | | | | | | |
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| | | 10a) Total hours all workstations in the GL system are in use<br><br>For example, a library that is open for 8 hours and has two workstations where one was used for 3 hours and the other was used for 6 hours would have a **total hours of workstation use** of 9 hours. | Install software (e.g. Observatory, UNDP package, etc.) on workstations to track the time of active usage of workstations. The software programs will provide continual tracking of the use rates. Collect and examine the rates at least once when reporting to GL. Grantees are encouraged, however, to examine this data on a routine basis for monitoring purposes. First year reporting represents the baseline, though, again, there is no expectation that use rate should reach 100%.<br><br>If grantees cannot use software to track the time of usage, they may use a manual count and document the methodology used. Note that data collected via manual count will <u>not</u> be aggregated and compared across countries due to differences in the methodology.<br><br>For a manual count, data on workstation use may be collected through a survey of library directors, using ISO specifications. Librarians are | Required | GL-supported libraries | | | The workstation use rate is currently measured using a web tracking and pop-up survey software, which only provides daily reports on use rate and not cumulative data on total hours of workstation use rate over total possible hours. In 2014, Novateca plans to adopt a more sophisticated platform developed by the Global Libraries Ukraine country office that will allow the impact team to capture the data according to the new PMs. |

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| | | | instructed to measure workstation use at random intervals over an established period of time. Make a correction to the number of workstations to allow for the workstations that are not working or being repaired each time a count is taken. In order to make this correction, a count should be made at random times throughout a typical working day. The mean number of workstations that are not working should be deducted from the total number of workstations. | | | | | |
| | | 10b) Total <u>possible</u> hours all workstation in the GL system <u>could be</u> in use<br><br>The same library would have a **total possible hours** of 16 hours (2 workstations available for 8 hours each). | Collect opening hour/workstation hour schedules from each library service point. | Required | GL-supported libraries | | | Please see above |
| 1 1 | Number of unique users of workstations in public libraries | Total number of unique individuals using library workstations in all public library service points (and library-like service points). Unique individuals means if one person uses the workstation 3 times in a year, he or she is still counted as one person.<br><br>Note that data for this metric will be collected through the Survey of Library Visitors (where much of the CIMS data is collected). Since workstations are computers connected to the internet, we will use the survey question on the number of unique internet users as a proxy for the number of unique users of library workstations. Grantees do not to do any additional data collection or reporting beyond what is captured in the CIMS Survey of Library Visitors. | This data will be collected when grantees administer the Survey of Library Visitors.<br><br>Grantees who are instead able to track this metric using a unique identifier (and decide to do so) should outline their methodology in detail. This approach is not required. | Required | GL-supported libraries | | | This data will be collected when the Survey of Library Visitors is administered. |
| **Visits** | | | | | | | | |
| 1 2 | Number of physical visits to public libraries | 12a) Number **of physical visits (in person)** to all public library service points and library-like service points. For example, if one person visits the library 10 times in a year, that is 10 visits (i.e. we do not require the collection of unique visitors). | Full count of physical visits using national statistical sources or registries (e.g., the Ministry of Culture, National Library Statistics, etc.).<br><br>In the event there are no national statistics or existing national statistics are believed to be inaccurate, the grantee is encouraged to provide an estimate, based on a sample. | Required | All libraries is preferable, if feasible (grantees will determine feasibility through consultations with their Program Officer) | 8,022,600 | physical visits | Total for the year; source: Moldovan National Library; 2013 (most recent) |

| | | 12b) Number of **physical visits to GL-supported library service points** | Grantees may count physical visits to all **GL-supported library service points** by any of the following methods: turnstile count, electronic counter or manual count. Grantees should document the methodology used for a manual count. This should be counted once for each visitor, at either entrance or exit. Any of these methods, but particularly the manual count, may be used for one or more sample time periods and grossed up to give an annual estimate. The method used should be reported. Where necessary, the count should be adjusted to deduct entrances/exits of library staff.<br><br>Value cannot be greater than the number of physical visits to all public libraries (PM #12a). | Required | GL-supported libraries | 623,257 | physical visits | Libraries manually count visits. A "journal of daily attendance" is used by library staff to track and document visits. GL-supported libraries report physical visits via the Online Reporting Tool (ORT). |
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| 1 3 | Total # repeat visitors to public libraries | Total number of unique individuals who visit the public library more than once. For example, if one person visits the library three times, that person is counted as one repeat visitor.<br><br>Note that this will be calculated by using the Survey of Library Visitors to collect data for the number of library visitors reporting that this is their first time visiting the public library. Respondents who are not visiting the public library for the first time will be considered repeat visitors.<br><br>Grantees do not need to do any additional data collection or reporting beyond what is captured in the Survey of Library Visitors.<br><br>Repeat usage is a helpful metric to use in convincing stakeholders of the importance of libraries, as a local government official will find public libraries' services more compelling if grantees can demonstrate that people use the library on a frequent/regular basis. | This data will be collected when grantees administer the Survey of Library Visitors. | Required | GL-supported libraries | | | This data will be collected when the Survey of Library Visitors is administered. |

| 1 4 | Number of virtual visits to public libraries | Total number of library website(s) views from outside the library premises, regardless of the number of pages or elements viewed.  Only library websites with informational content/databases are eligible (i.e. views of a library website that only provides general information on hours and directions should not be counted).  If one person views the library website 10 times in a year, that is 10 virtual visits.<br><br>Automatic counts of website views are widely available and used, and GL has no preference between them. We do believe that tracking this indicator will prove tremendously useful to advocacy efforts, acknowledging the current trends that indicate that virtual visits to public libraries are far outpacing growth in physical visits. | Of library websites with informational content/databases or online catalogues, use an automatic full count to determine the total number of page views. | Optional | GL-supported libraries | | | At this time, only the national library is known to have a website with informational content/databases. Many libraries use social media platforms like Facebook. |
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| **Spending** | | | | | | | | |
| • • | Figures surrounding monetary support given to public libraries, including those directed at public access computing are vital to determining progress toward local match requirements and financial sustainability. They are also potentially powerful advocacy tools.<br>The intent is to gauge the change in domestic funding being invested in public access computing in libraries, starting from the inception of the GL grant. This information will speak to the grantee's ability to secure the local match and secure ongoing funding for the sustainability of public access services. Thus, this metric will require an assessment of baseline spending at the start of the grant, followed by change in spending over time. | | | | | | |
| 1 5 | Total amount of GL funding spent by grantee | Actual expenditures of GL funding to date (i.e. cumulative GL funding spent since the grant began). | Collect actual expenditures to date  from GL grant records. To be reported in dollars. | Required | GL-supported libraries | $4,089,398.00 | USD | |

| 1 6 | Total amount of funding from non-GL sources spent on general library services | Total amount of funds spent by non-GL sources (including government, NGOs, private sponsors, etc.) per calendar year on public libraries. | Aggregate total library budgets (no budget line items are required). Please specify the number of libraries included in the calculation and whether GL libraries are included in the calculation. Where possible, exclude capital/investment/development costs. To be reported in dollars.<br><br>Note that aggregating total library budgets is a deliberate simplification of this metric, meant to provide directional - not exact - information on library spending using a methodology that is feasible for grantees.<br><br>It may be challenging to aggregate data for this metric and so the priority is for grantees to establish a consistent data collection methodology that can be used each year to compare in-country data over time. | Required | All libraries is preferable, if feasible (grantees will determine feasibility through consultations with their Program Officer) | $9,475,600.00 | USD | Source: Moldovan National Library; covers all public libraries plus National Library; includes funding for book purchases, subscriptions, and 'automatization'. Repair/construction expenses were excluded. In 2013 dollars, converted at an average annual rate of 12 lei per $1. The system of public libraries in Moldova includes the National Children Library (NCL). In its 2012 data release, expenses for NCL were not provided by the National Library and therefore were not included in the annual report. In 2013 data release, information for NCL was provided. To make a consistent comparison between annual report and this report, NCL expenses were excluded. If NCL expenses are to be added, the total amount comes to $10,134,900 |

| 1 7 | Total amount of funding from non-GL sources spent on public access computing in public libraries | Total amount of funding from non-GL sources (including government, NGOs, private sponsors, etc.) per calendar year spent on **public access computing** in public libraries. | Aggregate the following budget line items, if possible: technology costs such as hardware, software, internet connectivity, staff costs for staff who are exclusively devoted to IT.  Please provide detail on how this number was calculated, including specifying the number of libraries and whether GL libraries are included. To be reported in dollars.<br><br>If it is not possible to disaggregate staff costs by role (e.g., IT), please exclude all staff salaries from the equation.<br><br>It may be challenging to aggregate data for this metric and so the priority is for grantees to establish a consistent data collection methodology that can be used each year to compare in-country data over time.<br><br>Value cannot be greater than the total amount of funding from non-GL sources spent on general library services (PM# 16). | Required | All libraries is preferable, if feasible (grantees will determine feasibility through consultations with their Program Officer) | | | National statistical sources do not collect data on this metric. |
| 1 8 | Metrics related to in-kind donations | 18a) # of libraries that receive technology donations (e.g., hardware, software) | Full count of public library service points receiving in-kind donations using  national statistical sources or registries (e.g., the Ministry of Culture, National Library Statistics, etc).<br><br>In the event there are no national statistics or existing national statistics are believed to be inaccurate, the grantee is encouraged to provide an | Required | All libraries is preferable, if feasible (grantees will determine feasibility through consultations with their Program Officer) | 10 | librairies | Includes only GL librairies only. National statistical sources do not collect data on this metric. Source: ORT. |

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| | | 18b) # of libraries that receive staff capacity donations (e.g., a person provides assistance to the library willingly and without pay) | estimate, based on a sample.<br><br>It may be challenging to aggregate data for this metric and so the priority is for grantees to establish a consistent data collection methodology that can be used each year to compare in-country data over time.<br><br>Value cannot be greater than the total number of public library service points (PM #1). | Required | All libraries is preferable, if feasible (grantees will determine feasibility through consultations with their Program Officer) | 52 | libraries | Includes only GL librairies only. National statistical sources do not collect data on this metric. Source: ORT. |
| | | 18c) # of libraries that receive capital donations (e.g., buildings, infrastructure) | | Required | All libraries is preferable, if feasible (grantees will determine feasibility through consultations with their Program Officer) | 8 | libraries | Includes only GL librairies only. National statistical sources do not collect data on this metric. Source: ORT. |
| **Training** | | | | | | | | |
| 1 9 | Total # of library staff members | Total number of unique individuals who work at the library, in any capacity (whether paid or unpaid, and whether in a librarian position or another role). | Full count of public library staff using national statistical sources or registries (e.g., the Ministry of Culture, National Library Statistics, Ministry of Labor, etc).<br><br>In the event there are no national statistics or existing national statistics are believed to be inaccurate, the grantee is encouraged to provide an estimate, based on a sample. | Required | GL-supported libraries | 223 | staff | Source: program data |
| 2 0 | Metrics related to library staff training (see sub-metrics 20a-20d) | • **Formal training** is an organized, pre-planned lesson, held face-to-face or online and hosted by library staff or external experts, regardless of the length of time of the training.<br>• **Library staff** are individuals who work at the library in any capacity (whether paid or unpaid, and whether in a librarian position or another role). | | | | | | |
| | | 20a) The total number of library staff who receive formal training. | Full count of the number of unique library staff members who receive formal training at public access library service points supported by the GL grant.<br><br>Value cannot be greater than the total number of library staff members (PM# 19). | Required | GL-supported libraries | 223 | staff | Source: program attendance sheets |

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| | | 20b) Total number of library staff who receive formal training in **technology** (such as basic computer skills, internet skills, e-commerce), whether once or multiple times. | Full count of the number of unique library workers enrolled in/registered for formal training **in technology** at each public access library service point supported by the GL grant.<br><br>Value cannot be greater than the total number of library staff members (PM# 19). | Required | GL-supported libraries | 145 | staff | Source: program attendance sheets |
| | | 20c) Total number of library staff who receive formal training in **advocacy,** whether once or multiple times. | Full count of the number of unique library workers enrolled in/registered for formal training **in advocacy** at each public access library service point supported by the GL grant.<br><br>Value cannot be greater than the total number of library staff members (PM# 19). | Required | GL-supported libraries | 29 | staff | Source: program attendance sheets |
| | | 20d) Other, please specify<br><br>Since many library workers receive multiple types of training, it is unlikely that the subcategories will add up to the total unique individuals. A library staff member who receives all three trainings will be counted in each sub-category (20a, 20b, and 20c), but only once in 19. | Full count of the number of unique library workers enrolled in/registered for formal training **in other training** at each public access library service point supported by the GL grant. Specify what types of trainings are being conducted.<br><br>Value cannot be greater than the total number of library staff members (PM# 19). | Required | GL-supported libraries | 165 | staff | Source: program attendance sheets |
| 21 | Metrics related to library visitor training (see sub-metrics 21a-21b) | • **Formal training** is an organized, pre-planned lesson, held face-to-face or online and hosted by library staff or external experts, regardless of the length of time of the training.<br>• **Informal assistance or consultation** is unplanned assistance provided by library staff in response to a need that arises for a library visitor (e.g., providing assistance to use the printer, showing a library visitor how to do a web search). While this data may be slightly less reliable than data for formal trainings, it will give a directional indication of library staff workload which can be useful for programmatic adjustments and/or advocacy. While the amount of time spent on any two incidences can vary dramatically, we are assuming that over a large set of incidences, across many libraries, these will balance out.<br><br>*Example*: At Library A, there is a formal training provided to 3 participants.  A library staff member also informally assists one visitor who is having trouble using the printer, and two visitors sitting together who aren't sure how to conduct a web search.  This equates to 3 individuals trained through formal trainings (metric 21a), 1 incidence of formal training (metric 21b), and 2 incidences of informal assistance (metric 21c). Only 2 incidences of informal training are counted (instead of 3) as the librarian assisted the two visitors sitting together at one time: | | | | | |

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| | | 21a) Total number of individuals trained through **formal training** (not including informal individual user assistance) supported by GL. | Full count of the total number of individuals enrolled in/registered for formal training supported by GL at each public access library service point. (Note that this is not a count of unique individuals - i.e. if one library visitor enrolls in two trainings, this will count as two individuals trained) | Required | GL-supported libraries | 6,467 | individuals | Source: Online Reporting Tool |
| | | 21b) Total **incidences of formal training** supported by GL. | Full count of the number of incidences of formal training supported by GL that were conducted, regardless of the number of participants at each session. | Required | GL-supported libraries | 115 | incidences | Source: Online Reporting Tool |
| | | 21c) Total **incidences of informal assistance** provided by the library staff in response to a need that arises for a library visitor | Full count (or estimate, based on a sample) of the number of incidences of informal consultations. Grantees should count any occurrence where library staff provide this assistance, regardless of whether the assistance is provided to an individual or to a group. | Required | GL-supported libraries | 161,215 | incidences | Source: Online Reporting Tool |
| **Library Activities** | | | | | | | | |
| 2 2 | Total # of loans of library materials | Total count of the number of times physical library materials (books, magazines, CD-ROMs, laptops, other mobile devices) is checked out in a year. If feasible, count renewals as a separate loan (e.g., a CD-ROM that is checked out by a library visitor and then renewed twice should count as three loans). All grantees should indicate whether they are able to track renewals as separate loans.<br><br>Lending of materials for personal use outside of the library – whether these materials be print matter or various forms of digital content – continues to be a major activity for public libraries even in the day of the Internet. Global Libraries sees library loans as a significant indicator of whether public libraries are active, healthy and used by their communities, especially when taken together with other quantitative indicators such as library visits. Grantees who are able to collect renewal data using a tracking system should do so and document their methodology. | Full count of loans using national statistical sources or registries (e.g., the Ministry of Culture, National Library Statistics, etc).<br><br>In the event there are no national statistics or existing national statistics are believed to be inaccurate, the grantee is encouraged to provide an estimate, based on a sample. | Required | GL-supported libraries | 1,405,785 | loans | Source: Online Reporting Tool Renewals are included in the total count of loans. |